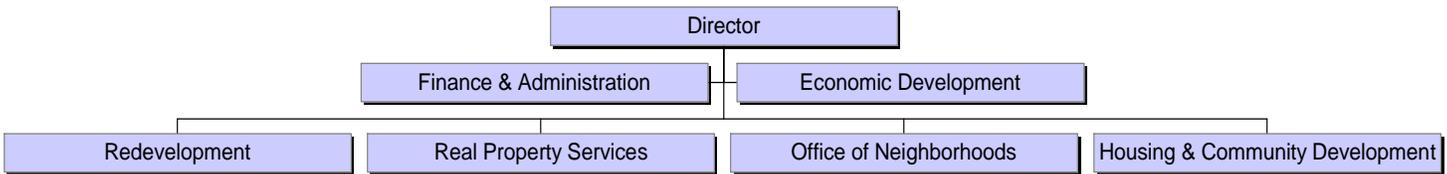


# Development



## Description of the Service

The Development Department includes the following divisions: the Redevelopment Agency of the City of Riverside, the Economic Development division, the Office of Neighborhoods, the Housing and Community Development program and Administration.

The Administration Division provides departmental support, financial analysis, project financial structuring, cash flow planning for the Agency’s operations, and preparation of legally required reports to federal and state agencies.

The Redevelopment Agency encourages and facilitates activities of a public nature through the promotion of new development and rehabilitation of existing structures in private and public development projects in the redevelopment project areas of the City. Redevelopment exists to eliminate urban blight, increase the tax base, create more jobs, attract a diversity of people and businesses and encourage preservation of significant historical structures. The Agency has established several project areas within the city: Arlington, Casa Blanca, Magnolia Center, University Corridor/Sycamore Canyon, Downtown/Airport and Hunter Park/Northside. The Eastside Project Area has expired and is now inactive except for debt service payments. The newly formed LaSierra/Arlanza project area has a validation challenge and resulting litigation.

The Real Property Services Division represents the City in all negotiations of leases to and from the City, property management and surplus property sales functions, and acquisition of properties for the City and Redevelopment Agency projects. This division also provides cost estimates and appraisal reports for the City and Agency budgeting, acquisition and surplus property sales, and manages a proactive Telecommunications Site Leasing Program.

The Economic Development Division develops and implements strategies to promote a strong local economy by attracting new businesses and assisting existing companies to prosper and expand. Economic Development staff partner with the Redevelopment Agency and both public and private groups to create a business-friendly environment and to offer value-added assistance. Examples of activities include proactive marketing of the city and specific development opportunities to potential businesses and investors; creation and administration of business support programs; and assistance with City permit processing.

Riverside is an entitlement city for funds from the U.S. Department of Housing and Urban Development. The City receives entitlement funds for the Community Development Block Grant (CDBG) and HOME program for activities within the City of Riverside. In addition, the City receives Emergency Shelter Grant funds for homeless services and the Housing Opportunities for Persons with Aids (HOPWA) funds the entire area of Riverside and San Bernardino Counties. The Housing and Community Development division administers all the entitlement programs, as well as the low/moderate housing funds for the Redevelopment Agency.

The Office of Neighborhoods provides neighborhood organizing support, leadership training, and a direct link between neighborhood groups and the services and resources available to them in addressing quality of life issues at the neighborhood level.

# Development

## Mission Statement

The mission of the Development Department is to provide a variety of economic development, redevelopment, and efficient support services consisting of real property services community development and housing programs so that residents and businesses may enjoy economic prosperity and a safe, attractive community environment.

## Strategic Priorities Addressed

- Economic Development
- Community and Livability
- Growth and Annexation

## Major 2005/06 Priorities

- Successfully complete the priorities of the redevelopment project areas:
- Arlington – Magnolia Avenue Streetscape Project California Square and Van Buren development.
- Casa Blanca – Learning Center campus and Indiana Avenue business expansion.
- Magnolia Center – Merrill Avenue revitalization.
- University Corridor – Streetscape projects and continued property consolidations for development.
- Downtown/Airport – Mixed-use development, Stalder Building site, Fox Theater rehabilitation and Municipal Airport expansion.
- Arlanza/La Sierra - project area validation and “Five Points” rehabilitation.
- Implement community mobilization effort in the Arlanza Neighborhood.
- Continue to support the formation of neighborhood associations citywide.
- Adopt comprehensive Economic Development Strategy.
- Update all marketing materials incorporating new City logo.
- Implement office and high tech attraction strategy, attracting two major office users.
- Implement retail attraction strategy and attract two upscale restaurants.
- Attract five industrial users using energy discount rate as incentive.
- Restructure and reactivate Downtown Restaurant Loan Program.
- Complete development of 16 manufactured homes on residential infill lots in the Arlanza neighborhood.
- Complete construction of 75 very low-income senior apartments adjacent to Town Square in the Eastside neighborhood.
- Complete construction of Emergency Homeless Shelter.
- Bi-monthly meetings with major Real Property Services Division client departments to coordinate and develop construction schedules identify real property needs during the planning stages of projects and provide right-of-way status updates.
- Update client departments on the Acquisition and Relocation process including changes in the Uniform Relocation Act.
- Reduce Surplus Property Inventory.

## Development

### Programs and Program Goals

#### FY 2005/06

**Finance and Administration:** To provide departmental support, administration, and fiscal management to the Development Department's programs so that program outcomes are achieved in compliance with federal, state and local objectives and legal reporting requirements.

**Redevelopment:** To stimulate economic investment by participating in real estate-based development projects and public improvements that increase economic vitality and improve physical conditions in target redevelopment project areas for the benefit of the entire city and its residents in order to eliminate physical and economic blight as defined by the California Community Redevelopment Law (CRL).

**Real Property Services:** To meet the real property needs of the City by efficiently serving the various departments in a timely and responsive manner in the areas of property acquisition, disposition, leasing and property management, the successful relocation of residential and/or businesses affected by projects and by managing the City's real estate holdings in a manner which enhances the revenue potential.

**Economic Development:** To provide business outreach marketing activities and business attraction, expansion and retention services for new and existing businesses and developers in order to increase private investment, augment job creation, and enhance city revenues.

**Housing and Community Development:** To support the revitalization of the community through the administration and oversight of federal programs, development of affordable housing opportunities, preservation of the City's existing affordable housing stock, and administrative support to non-profit organizations to assist low and moderate income individuals.

**Office of Neighborhoods:** To act as liaison and advocate for City neighborhoods at City Hall; encourage and facilitate the formation of neighborhood associations citywide; and provide support to the Riverside Neighborhood Partnership in order to enhance citizen participation in local concerns.

# Development

## Performance Measures

|   | Actual  | Estimated | Target  |
|---|---------|-----------|---------|
|   | 2003/04 | 2004/05   | 2005/06 |
| % of legally required housing, grant, and other reports prepared within established timeframes. | 80%     | 100%      | 100%    |
| # of jobs created, attracted or retained  | 1,669   | 1,700     | 1900    |
| \$ increase in taxable sales (in millions)  | \$102   | 110       | 120     |
| \$ private investment generated (in millions)   | \$183   | 160       | 200     |
| % of federal funds used to assist low and moderate income individuals                           | 100%    | 100%      | 100%    |
| % of required reports filed by deadlines  | 100%    | 100%      | 100%    |
| # of business retained, expanded or relocated   | 27      | 25        | 50      |
| % of subrecipients monitored  | 100%    | 100%      | 100%    |
| # of affordable housing units produced or rehabilitated   | 158     | 174       | 172     |
| % increase in assessed property valuation in all project areas                                  | 3%      | 6%        | 4%      |
| % Agency investment to total project value  | 25%     | 25%       | 20%     |
| % participants rating Neighborhood Conf. good to excellent                                      | 87%     | 80%       | 80%     |
| % increase in neighborhood groups registered with the City                                      | 13%     | 10%       | 10%     |
| # of acquisitions, dispositions, Rights of Entry and Temporary Construction Easements           | 50      | 55        | 57      |
| % of property parcels acquired in time to meet construction deadlines                           | 100%    | 90%       | 90%     |
| # of new leases, amendments, licenses, and quitclaims   | N/A     | 20        | 20      |
| # of leases with compliance review conducted  | 20      | 20        | 30      |

## Recent Accomplishments

- Facilitated implementations of Market Street class A office development.
- Structured financial assistance for successful expansion of PIP Printing in Downtown.
- Completed Market Street gateway improvements and initiated second phase of improvements.
- Initiated redevelopment of California Square.
- Implemented Council approved Economic Development Division reorganization plan and related recruitments.
- Attracted 1.3 million square feet of new industrial space.
- Partnered with Public Utilities to provide electricity discount rates to 5 companies locating/expanding in Riverside.
- Provided ombudsman services to 25 local industrial firms; held additional 17 predevelopment conferences.
- Facilitated growth of University Research Park, including agreement for fiber optic services and completion of Technology Overlay District.
- Implemented the Neighborhood Matching Grant Program.
- Identified site, services, and partial funding for the Arlanza Neighborhood Resource Center (Arlanza Neighborhood Initiative).
- Continued the award winning "Riverside Community At Home" community development newsletter that is sent to all city residents twice annually.

## Development

- Negotiated and received entitlement for 101 units of very low-income family housing on Janet Street in the Arlanza neighborhood.
- Completed the rehabilitation of Mission Pointe on Topaz and Turquoise, which provided 64 units of very low-income family housing.
- Issued redevelopment bonds for low and moderate-income housing that provides \$12.7 million in funds for projects.
- Completed construction of 1 single-family home with Habitat for Humanity Riverside
- Completed sale of two old heliport parcels—Market Street Gateway
- Completed sale of Tamale Factory restaurant—Main Street
- Negotiated sale of Remote Encoding Center—Jurupa Avenue
- Acquired 34 acres for Park Replacement—Victoria Avenue at Van Buren
- Acquired HKM property for airport Taxiway Bravo expansion (West side)
- Acquired 95 easements for Tyler Street improvement—Wells to Eureka
- Acquired easements for University Avenue/Eucalyptus Avenue street improvement
- Acquisition for Wood Road street widening project
- Acquisition for Jefferson Street Booster Station
- Property Exchange with Caltrans—I-215/I-60/I-91 Interchange
- Acquisition of easements/rights of entry for various curb, sidewalk and ADA projects
- Closed 12 of 20 sales in the Surplus Property disposition project
- Acquired two new wireless telecommunications antenna sites
- Negotiated various leases and licenses for public use

Development

# Department Summary

| <b>Budget Summary</b>   | <b>Actual<br/>2003/04</b> | <b>Budget<br/>2004/05</b> | <b>Approved<br/>2005/06</b> | <b>Projected<br/>2006/07</b> | <b>Change</b> |
|-------------------------|---------------------------|---------------------------|-----------------------------|------------------------------|---------------|
| Personnel Services      | 2,667,017                 | 3,801,152                 | 5,894,159                   | 6,320,525                    | 55.1%         |
| Non-Personnel           | 9,787,373                 | 8,934,652                 | 11,092,802                  | 11,671,499                   | 24.2%         |
| Special Projects        | 15,264,291                | 7,223,054                 | 7,245,333                   | 6,854,644                    | 0.3%          |
| Equipment Outlay        | 4,004                     | 19,740                    | 7,740                       | 0                            | -60.8%        |
| <i>Direct Operating</i> | <u>27,722,685</u>         | <u>19,978,598</u>         | <u>24,240,034</u>           | <u>24,846,668</u>            | <u>21.3%</u>  |
| Debt Service            | 75,259,296                | 11,736,830                | 12,743,035                  | 13,299,420                   | 8.6%          |
| Capital Outlay          | 87,103                    | 0                         | 400,000                     | 0                            | ---           |
| Charge From Others      | 4,709,679                 | 14,423,005                | 20,504,754                  | 21,373,561                   | 42.2%         |
| <i>Gross Budget</i>     | <u>107,778,763</u>        | <u>46,138,433</u>         | <u>57,887,823</u>           | <u>59,519,649</u>            | <u>25.5%</u>  |
| Charge To Others        | <b>(4,622,718)</b>        | <b>(15,065,494)</b>       | <b>(19,576,417)</b>         | <b>(20,363,844)</b>          | 29.9%         |
| <b>Net Budget</b>       | <b>103,156,045</b>        | <b>31,072,939</b>         | <b>38,311,406</b>           | <b>39,155,805</b>            | <b>23.3%</b>  |

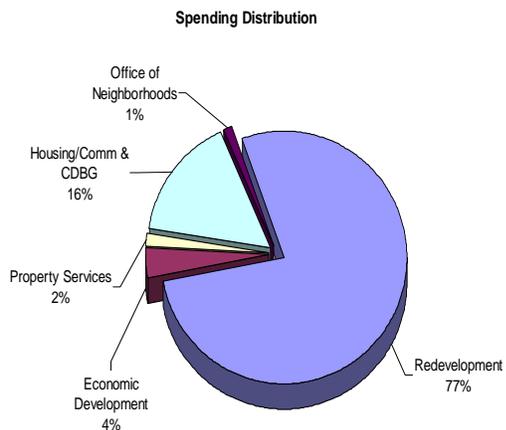
## Expenditure Summary (Gross Budget)

|                          |                    |                   |                   |                   |              |
|--------------------------|--------------------|-------------------|-------------------|-------------------|--------------|
| Redevelopment            | 96,822,060         | 35,141,102        | 44,902,172        | 47,003,572        | 27.8%        |
| Economic Development     | 1,232,101          | 1,886,799         | 2,262,407         | 2,502,489         | 19.9%        |
| Property Services        | 0                  | 0                 | 885,498           | 909,885           | ---          |
| Housing/Comm & CDBG      | 8,929,166          | 8,646,194         | 9,175,829         | 8,425,353         | 6.1%         |
| Office of Neighborhoods  | 795,436            | 464,338           | 661,917           | 678,350           | 42.6%        |
| <b>Expenditure Total</b> | <b>107,778,763</b> | <b>46,138,433</b> | <b>57,887,823</b> | <b>59,519,649</b> | <b>25.5%</b> |

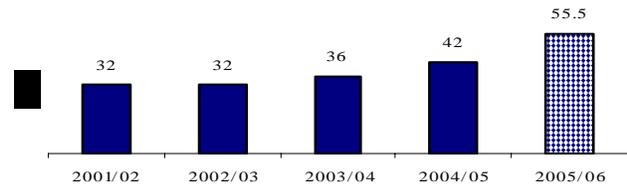
## Personnel Summary

|                          |              |              |              |              |              |
|--------------------------|--------------|--------------|--------------|--------------|--------------|
| <b>Personnel Summary</b> | <b>36.00</b> | <b>42.00</b> | <b>55.50</b> | <b>55.50</b> | <b>13.50</b> |
|--------------------------|--------------|--------------|--------------|--------------|--------------|

## Program Summary



## Personnel Summary



## Historical Budget Expenditures

